JIU/REP/2018/2

PROGRESS REPORT ON THE RECOMMENDATIONS CONTAINED IN THE REVIEW OF SOUTH-SOUTH AND TRIANGULAR COOPERATION IN THE UNITED NATIONS SYSTEM (JIU/REP/2011/3)

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EXECUTIVE SUMMARY

Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3)

JIU/REP/2018/2

The present review follows up on a previous Joint Inspection Unit (JIU) report on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3) published in 2011, which presented 12 recommendations (see annex I). As requested by the General Assembly,[1] the objective of the present review is to make an assessment of the progress made on these recommendations to the United Nations development system on implementing measures to further strengthen the United Nations Office for South-South Cooperation (UNOSSC).

Main findings and conclusions

System-wide policy framework and definitions

The framework of operational guidelines on United Nations support for South-South and triangular cooperation provides operational definitions of South-South and triangular cooperation. It addresses priority actions and outlines performance indicators for United Nations entities and funding options and mechanisms.

Organizational structures, mechanisms and focal points

The majority of United Nations entities covered by this review have established dedicated and identifiable South-South and triangular cooperation units or focal points at their headquarters.

Governance

The UNOSSC strategic framework 2014-2017 has been implemented, one purpose of which was to ensure the efficient functioning of the High-level Committee on South-South Cooperation. In order to further improve its functioning, consultations with member States should be pursued with a view to updating its rules of procedure and improving the inclusiveness and working arrangements of the High-level Committee.

United Nations Office for South-South Cooperation

UNOSSC has been operating in accordance with its strategic framework 2014-2017. To facilitate its closer working relationship with the United Nations Development Programme (UNDP), the reporting lines of UNOSSC have been clarified and the relationship and accountability between UNDP and UNOSSC have been enhanced.

Similar reports have been produced by UNOSSC for both the General Assembly and the High-level Committee, which could be streamlined in order to further enhance the efficiency of UNOSSC.

The leadership and coordination role of UNOSSC in the United Nations system-wide approach to South-South and triangular cooperation is appreciated by more than half of the 19 respondents to the questionnaire sent as part of this review. Suggestions for enhancement were made in two main areas: resource mobilization and knowledge-sharing.

[1] Resolutions 71/244 and 72/237.

Regional Commissions
The recommendation to the Regional Commissions in the previous review was to set up strategies and structures, which is being implemented by appointing focal points and/or setting up appropriate structures.

Financing
Half of the 26 entities covered by the present review had achieved the target proposed in the previous JIU review concerning the allocation of core budget and extrabudgetary resources for South-South and triangular cooperation initiatives. At the same time, half of the respondents to the JIU questionnaires indicated that inadequate resources had been a major stumbling block in advancing support for South-South and triangular cooperation.

Reporting, monitoring and evaluation
The system of reporting, monitoring and evaluation of South-South and triangular cooperation within the organizations of the United Nations system has been enhanced.

Coordination
Measures to improve the coordination and coherence of United Nations support for South-South and triangular cooperation have been implemented.

The present report contains two recommendations: one is addressed to the General Assembly and the other to the High-level Committee, which is a subsidiary body of the General Assembly.

Recommendations for consideration by legislative bodies

Recommendation 1

The General Assembly should request the High-level Committee on South-South Cooperation to streamline its reporting requests to UNOSSC, with a view to enhancing the efficiency of UNOSSC in a manner that eliminates duplication of work.

Recommendation 2

The High-level Committee on South-South Cooperation should request UNOSSC to develop a system-wide resource mobilization strategy, as well as measures to strengthen its role in knowledge-sharing, by the end of 2019.

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ABBREVIATIONS

BAPA	Buenos Aires Plan of Action
BRICS	Brazil, Russian Federation, India, China and South Africa
CEB	United Nations System Chief Executives Board for Coordination
FAO	Food and Agriculture Organization of the United Nations
HLC	High-level Committee on South-South Cooperation
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ILO	International Labour Organization
IMO	International Maritime Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
JIU	Joint Inspection Unit
OAI	UNDP Office of Audit and Investigation
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
OSAA	Office of the Special Adviser on Africa
SSC	South-South cooperation
SSTC	South-South and triangular cooperation
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office of Project Services
UNOSSC	United Nations Office for South-South Cooperation
UNRISD	United Nations Research Institute for Social Development
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNWTO	World Tourism Organization
UPU	Universal Postal Union
WBTS	JIU web-based tracking system
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

I. INTRODUCTION

1. At the request of the General Assembly in its resolutions 71/244 and 72/237 on South-South cooperation, the Joint Inspection Unit (JIU) conducted a review of the progress made in implementing the recommendations contained in the 2011 JIU report on South-South and triangular cooperation (SSTC) in the United Nations system.[2]

A. Background

2. The 2011 JIU report was prepared in response to the request made by the High-level Committee on South-South Cooperation (HLC) for the Unit to conduct a system-wide review of the existing United Nations institutional arrangements in support of SSTC. The objective of the 2011 review was to assess the current situation and make recommendations on the ways and means of enhancing system-wide contributions to South-South and triangular cooperation, addressing issues of mandates, frameworks and policies, intergovernmental processes, structures, financing and coordination.

3. The 2011 JIU review found that SSTC had made its way, albeit slowly, across the United Nations system, as called for by the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA) endorsed by the General Assembly in 1978.[3] The review presented 12 recommendations (see annex I), which addressed overall system-wide policy frameworks, organizational structures/mechanisms, governance, financing, reporting, monitoring and evaluation, and coordination. Moreover, it recommended that the then Special Unit for South-South Cooperation, the present United Nations Office for South-South Cooperation (UNOSSC),[4] prioritize its activities and resources in line with its extended mandate. The report was considered at the seventeenth session of HLC in 2012.[5]

B. Objective, scope and methodology

4. The objective of the present review is to make an assessment of the progress made on the 12 recommendations to the United Nations development system on implementing measures to further strengthen UNOSSC. In its resolution 72/237, the General Assembly requested JIU to present a progress report on the implementation of recommendations made in the 2011 JIU report by the end of the seventy-second session of the General Assembly. Taking into consideration the request and timing, this report focuses its scope accordingly.

5. This progress report is intended to serve as an input to the preparatory process of the Second High-level United Nations Conference on South-South Cooperation to be held in Buenos Aires, Argentina, in March 2019.

6. The review covered the 26 United Nations entities[6] that were included in the previous JIU review. In addition to assessing the status of implementation of the recommendations, the actions taken and an analysis of the evidence provided, the review also included an examination of the challenges/constraints that hindered the full implementation.

7. In accordance with the internal standards and guidelines of JIU and its internal working procedures, the methodology followed in preparing the present report included a preliminary desk review of the documentation available and an analysis of the data in the JIU web-based tracking system (WBTS). This was

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[2] A/66/717 (JIU/REP/2011/3).
[3] Resolution 33/134.
[4] Its name was changed to the United Nations Office for South-South Cooperation (UNOSSC) by the High-level Committee in its decision 17/1 of 2 April 2012.
[5] See A/67/39, para. 10.
[6] FAO, IAEA, ICAO, ILO, IMO, ITC, ITU, the United Nations Secretariat, UN-Habitat, UNCTAD, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNODC, UNOPS, UNRWA, UNWTO, UPU, WFP, WHO, WIPO and WMO.

followed by an additional data collection phase including questionnaires [7] and interviews with key stakeholders. Comments from participating organizations on the draft report have been sought and taken into account in finalizing the report. In accordance with article 11.2 of the JIU statute, this report has been finalized after consultation among the Inspectors so as to test its conclusions and recommendations against the collective wisdom of the Unit.

8. The report contains two recommendations: one is addressed to the General Assembly, and the other to HLC. These formal recommendations are complemented by informal recommendations, which appear in bold throughout the text. To facilitate the handling of the report and recommendations, annex III contains a table indicating whether the recommendations are submitted to the organizations concerned for action or for information, specifying whether they require action by the organization's legislative or governing body or by the executive head.

9. The Inspectors wish to express their appreciation to everyone who assisted them in the preparation of this report, particularly those who provided valuable responses to the questionnaires and those who participated in the interviews and so willingly shared their knowledge and expertise.

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[7] Responses to the two questionnaires were received from 20 organizations.

II. PROGRESS ON JIU RECOMMENDATIONS

10. Notable progress has been made in support of SSTC in the United Nations development system in the past seven years since the 2011 JIU report on South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3) was published.

11. As summarized in the Secretary-General's reports to the General Assembly on the state of South-South cooperation,[8] concrete measures have been taken by the United Nations system to improve its support to SSTC initiatives at the national, regional and global levels in an effort to implement the 2030 Agenda for Sustainable Development. Similarly, the biennial reports to HLC[9] provide an illustrative overview of the major developments in SSTC, as well as progress made in the implementation of BAPA, the new directions strategy for South-South cooperation and the Nairobi outcome documents of the High-level United Nations Conference on South-South Cooperation.

12. The following sections review the progress made on the 12 JIU recommendations grouped by theme: the system-wide policy framework and definitions; organizational structures/mechanisms and focal points; governance; UNOSSC; the Regional Commissions; financing; reporting, monitoring and evaluation; and coordination.

A. System-wide policy framework and definitions

13. **Recommendation 1** called for operational definitions of SSTC in consideration of the lack of accepted definitions at the operational level in the United Nations system at the time of the previous review.

14. The present review found that the definitions were provided in the framework of operational guidelines on United Nations support to South-South and triangular cooperation,[10] which was submitted to HLC at its seventeenth session in May 2012.

15. **South-South cooperation** (SSC) for development is defined as follows:

> *A process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how, and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation.*[11]

16. **Triangular cooperation** is defined as follows:

> *Triangular cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development cooperation programmes and projects.*[12]

17. These definitions, especially the definition of SSC, have been widely applied and used in various reports and documents of the United Nations system, such as:

- "South-South and triangular cooperation and decent work: recent developments and future steps", by the International Labour Organization (ILO);
- "Guidelines for Trilateral South-South Cooperation Initiatives", by the United Nations Children's Fund (UNICEF) and the Brazilian Cooperation Agency of the Ministry of External Relations;

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[8] A/66/229, A/67/208, A/68/212, A/69/153, A/70/344, A/71/208 and A/72/297.
[9] SSC/17/1, SSC/18/1 and SSC/19/1.
[10] SSC/17/3.
[11] Ibid., para. 9.
[12] Ibid., para. 11.

- "Mapping of South-South Cooperation Activities within the World Intellectual Property Organization", by the World Intellectual Property Organization (WIPO);
- "South-South and Triangular Cooperation Policy", by the World Food Programme (WFP);
- "UNIDO Operational Strategy for South-South and Triangular Industrial Cooperation", by the United Nations Industrial Development Organization (UNIDO);
- "Accelerating Sustainable Development: South-South and Triangular Cooperation to Achieve the SDGs - A UNDP Strategy", by the United Nations Development Programme (UNDP).

18. **Recommendations 2 and 10** called for the development of a common framework, strategies, policies, operational guidelines and financing modalities to support mainstreaming of SSTC.

19. The present review found that the framework of operational guidelines[13] provided a common framework for priority mainstreaming actions at the country, regional and global levels, with performance indicators at each level for measuring progress and results. The framework also refers to funding options and lists examples of funding mechanisms. As a living document, the framework presents a common, practical and flexible approach that gives United Nations entities room to mainstream SSTC in line with their respective mandates, priorities and areas of competence.

20. UNOSSC provided training workshops and guidance on the application of the framework of operational guidelines, including regional workshops in Africa to train United Nations country teams on the application of the framework and mainstreaming of SSTC in the United Nations Development Assistance Framework (UNDAF).

21. In 2013, at the intersessional meeting of HLC, member States encouraged all relevant United Nations system organizations to implement the framework of operational guidelines on an experimental basis.[14] The framework was revised in 2016 in document SSC/19/3 to reflect the views of HLC expressed at its seventeenth and eighteenth sessions and to be aligned with the 2030 Agenda for Sustainable Development.

22. The Inspectors concluded that recommendations 1, 2 and 10 were implemented at the time of formulation of the framework of operational guidelines on United Nations support to SSTC, which was submitted to the seventeenth session of HLC in May 2012.

B. Organizational structures, mechanisms and focal points

23. **Recommendation 3** called for the establishment of identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policies and support strategies, as well as ensuring coordination.

24. The analysis indicated that, of the 26 entities covered by the present review, 19 had dedicated and identifiable SSC/SSTC units or focal points in place at headquarters, most of which were present within technical cooperation programmes. This represents substantial progress since the previous review, which found that only three organizations, namely, the Food and Agriculture Organization of the United Nations (FAO), the United Nations Conference on Trade and Development (UNCTAD) and UNDP had dedicated units at headquarters to deal principally with SSC. A similar result was reported by a survey of United Nations agency headquarters by the United Nations Department of Economic and Social Affairs (DESA) in 2017.[15]

25. Furthermore, FAO, ILO, UNICEF, UNIDO, WFP and the World Health Organization (WHO) have focal point networks or country support networks at the regional and/or country level.

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[13] SSC/17/3.
[14] See SSC/17/IM/L.2, para. 13.
[15] DESA, "DESA Survey of UN Agency Headquarters 2017" (New York, February 2018), p. 18.

26. In addition, six agency-specific corporate policies and strategies on SSTC have been developed over the last seven years:

- The ILO SSTC strategy was adopted by its Governing Body in 2012.[16] In March 2018, the Governing Body adopted a paper that reviewed progress made to date and proposed future steps on SSTC;[17]
- WFP developed its first corporate policy on SSTC which was approved by its Executive Board in 2015;[18]
- UNIDO launched its first operational strategy for South-South and triangular industrial cooperation in 2016;[19]
- UNDP issued its first corporate strategy on SSTC in 2016;[20]
- FAO published its SSTC Strategy in 2016;[21]
- The United Nations Population Fund (UNFPA) approved a new corporate strategy for SSTC in 2017.[22]

27. These policies and strategies show advancement in the establishment of dedicated intra-agency support structures for SSTC. Those entities that have not yet done so are encouraged to develop agency-specific corporate policies and strategies on SSTC. Annex II provides further details of the status of each organization.

C. Governance

28. The HLC, a subsidiary body of the General Assembly, is a key intergovernmental body in the United Nations system for reviewing and assessing global and system-wide progress on and support for SSTC. UNOSSC serves as the secretariat of HLC, which usually meets on a biennial basis.

29. **Recommendation 4** proposed that SSTC governance and its secretariat support within the United Nations be revisited to ensure efficient functioning of HLC. At its seventeenth session in 2012, HLC also emphasized the continuing need to evaluate the effectiveness of its work and processes.[23]

30. The governance of SSTC, including the mandate and working methods of HLC, was reviewed to ensure better coordination, encourage greater participation in its activities and drive positive action in accordance with this recommendation. The strategic framework of UNOSSC 2014-2017[24] was also developed.

31. The framework was designed to adequately support HLC in enhancing its overall effectiveness and efficiency, in particular under outputs 1.1 and 1.2, as below:

> *Output 1.1*: The High-level Committee on South-South Cooperation has relevant information to make informed decisions on South-South and triangular cooperation policies and strategies.
>
> *Output 1.2*: Mechanisms established for more inclusive and systematically organized High-level Committee for policy guidance and coordination of South-South and triangular cooperation in the United Nations system.

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[16] GB.313/POL/7.
[17] GB.332/POL/4.
[18] WFP/EB.A/2015/5-D.
[19] UNIDO, "UNIDO Operational Strategy for South-South and Triangular Industrial Cooperation" (Vienna, 2016).
[20] UNDP, "Accelerating Sustainable Development: South-South and Triangular Cooperation to Achieve the SDGs – A UNDP Strategy" (New York, July 2016).
[21] FAO, "FAO's South-South and Triangular Cooperation Strategy in Action: Fostering partnerships among the Global South" (Rome, 2016).
[22] UNFPA, "UNFPA Corporate Strategy: South-South and Triangular Cooperation" (New York, March 2017).
[23] Decision 17/1 in A/67/39.
[24] DP/CF/SSC/5.

32. A recent assessment of the performance of UNOSSC, which was undertaken by an external consultant engaged by UNOSSC, indicated that it had successfully carried out much of the work that had been requested under output 1.1, in particular servicing of HLC, and concluded that all of the documents requested for the HLC sessions during the four years had been successfully delivered.[25]

33. In its 2011 report, JIU advised combining the then biennial reports of the Secretary-General to the General Assembly on the state of SSC with the biennial reports on the implementation of BAPA to HLC into a single enriched report for the sake of efficiency.[26] This suggestion, however, was not implemented. The Secretary-General's reports on the state of SSC have become annual since 2012, while the reports on the implementation of BAPA remain biennial since HLC meets on a biennial basis. The annual reports of the Secretary General on the quadrennial comprehensive policy review of operational activities for development of the United Nations system also have a dedicated section on SSC.

34. The present review found that a number of documents with similar contents have been produced by UNOSSC, for example, the Secretary-General's reports on:

- Measures to further strengthen UNOSSC;[27]
- Further mainstreaming and coordination of SSTC in the United Nations;[28]
- Comprehensive proposal on concrete ways to enhance the role and impact of UNOSSC as well as the key measures taken to improve the coordination and coherence of United Nations support to SSC.[29]

35. The performance assessment of UNOSSC also noted that it was requested to report similar information to different legislative bodies, namely multiple reports to HLC and the annual reports on the state of SSC to the General Assembly. It was questioned whether it would be possible to consolidate similar information into fewer documents to better highlight trends over time.[30]

36. The Inspectors recommend that requests for similar document submissions should be reviewed so as to avoid duplication of the work of UNOSSC and the United Nations entities that provide inputs to the production of such documents. In this regard, the implementation of the following recommendation is expected to enhance the efficiency of UNOSSC.

Recommendation 1

The General Assembly should request the High-level Committee on South-South Cooperation to streamline its reporting requests to UNOSSC, with a view to enhancing the efficiency of UNOSSC in a manner that eliminates duplication of work.

37. Concerning output 1.2, the assessment noted the efforts of UNOSSC to support the meetings of the United Nations inter-agency focal points for SSC and the increased number of United Nations entities contributing input for the reports prepared by UNOSSC for HLC and the General Assembly.[31]

38. With regard to the need to improve the inclusiveness and working arrangements of HLC and its secretariat, the Secretary-General has proposed ways to strengthen UNOSSC in his report on the subject.[32] However, it was also noted in his report on the state of SSC that "actions to improve the inclusiveness and

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[25] Marcia Brewster, "Final evaluation of the performance of the United Nations Office for South-South Cooperation under its strategic framework, 2014-2017, in light of the adoption of the 2030 Agenda for Sustainable Development", paras. 21 and 25.
[26] See JIU/REP/2011/3, para. 156.
[27] SSC/18/3.
[28] SSC/18/IM/1.
[29] SSC/19/2.
[30] Ibid., para. 27.
[31] Ibid., paras. 33-34.
[32] SSC/18/3.

workings of the Committee will require changes to the Committee rules of procedure by the Committee itself", which should be initiated after "consultations with Member States for guidance on updating the Committee's rules of procedure, which were established in 1980".[33]

39. In its subsequent resolutions,[34] the General Assembly sought to enhance UNOSSC, rather than reform HLC; it also requested the two above-mentioned reports, namely, on further mainstreaming and coordination of SSTC in the United Nations system[35] and the comprehensive proposal on concrete ways to enhance the role and impact of UNOSSC as well as the key measures taken to improve the coordination and coherence of United Nations support to South-South cooperation,[36] which are discussed further in the following sections.

40. **The Inspectors are of the opinion that further consultations with member States should be pursued in order to update the High-level Committee's rules of procedure and improve its inclusiveness and working arrangements.**

D. United Nations Office for South-South Cooperation

41. UNOSSC was established by the General Assembly in 1974 as a special unit within UNDP to promote technical cooperation among developing countries. The mandate and name have evolved over the years and it is now identified as a separate entity, hosted by UNDP, which serves as a coordinator for promoting and facilitating SSTC for development, on a global and United Nations system-wide basis.

42. UNOSSC receives policy directives and guidance from the General Assembly and through its subsidiary body, that is, HLC. UNOSSC submits its strategic planning frameworks to the Executive Board of UNDP, UNFPA and the United Nations Office for Project Services (UNOPS) for approval and funding. The Director reports to the UNDP Administrator and was appointed in 2016 as the Envoy of the Secretary-General on South-South Cooperation. UNOSSC operates under UNDP regulations, rules and procedures.

Review of the governance and portfolio of UNOSSC

43. **Recommendation 5** requested UNOSSC to review its portfolio and resources to prioritize its work to make it more focused and effective in line with its extended mandate, and continue implementing its mandate and responsibilities.

44. The strategic framework of UNOSSC, 2014-2017[37] was published on 16 December 2013 and was implemented in the light of policy guidance from the General Assembly and HLC as well as other relevant decisions and commitments. The strategic framework focused on the provision of support to global and United Nations policy development and advocacy; inter-agency coordination and facilitation; catalysing innovative mechanisms; fostering inclusive partnerships and mobilizing resources; and supporting knowledge-sharing, networking and the exchange of best practices.[38] A strategic framework of UNOSSC, 2018-2021[39] has been drafted, which guides the work of UNOSSC in support of efforts by member States to implement the 2030 Agenda for Sustainable Development through SSTC.

45. **Recommendation 7** called for the need to clarify the reporting lines of UNOSSC to facilitate closer integration of UNOSSC in the UNDP structure. The previous review had noted the lack of collaborative and participative working arrangements and unclear reporting lines between UNOSSC and UNDP.[40]

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[33] See A/69/153, paras. 16 and 73.
[34] Resolutions 69/239 and 70/222.
[35] SSC/18/IM/1.
[36] SSC/19/2.
[37] DP/CF/SSC/5.
[38] See DP/CF/SSC/5, para. 21.
[39] DP/CF/SSC/6.
[40] See JIU/REP/2011/3, paras. 107-115.

46. In line with these two recommendations, the above-mentioned reports by the Secretary-General were published at the request of HLC:

- Measures to further strengthen UNOSSC,[41] which emphasized the focused work programme in line with the strategic framework;
- Further mainstreaming and coordination of SSTC in the United Nations system, [42] which highlighted the actions taken to further strengthen UNOSSC;
- Comprehensive proposal on concrete ways to enhance the role and impact of UNOSSC as well as the key measures taken to improve the coordination and coherence of United Nations support to South-South cooperation,[43] which reiterated the importance of streamlined and focused functions and structures.

47. The review noted that the UNDP Office of Audit and Investigations (OAI) had conducted an audit of UNOSSC in 2015, which assessed the adequacy and effectiveness of the governance, risk management and control processes, with the overall audit rating as unsatisfactory. The audit identified unclear accountability and reporting lines and recommended UNOSSC to work with UNDP and other partners on clarifying its accountability and reporting lines. The audit also noted an inadequate organizational structure and weakness within programme management and human resources administration.[44]

48. A follow-up audit was conducted in 2017,[45] which concluded that 15 of the 16 recommendations made in the 2015 audit report had been fully implemented. Reporting lines at the operational level have been clarified through the issuance, in March 2016, of a delegation of authority by the UNDP Administrator to the UNOSSC Director. The UNDP corporate strategy on SSTC issued in July 2016 also took an important step towards clarifying and deepening the relationship between UNDP and UNOSSC.

49. The organizational structure of UNOSSC was reviewed by a UNDP management consulting team, which recommended a clearer distribution of functions in order to enhance effective operations. UNOSSC has implemented the recommended structure.[46]

50. The Inspectors noted that the latest organizational chart of UNOSSC, as at December 2017, indicated that the structure was still in transition, with 15 vacant posts (under recruitment or frozen) out of 28 posts, in addition to 22 individual contractors.

51. **The Inspectors are of the opinion that UNOSSC should review the current staffing and contractual arrangements to ensure productivity and effective and sustainable delivery of its mandate.**

52. The aforementioned assessment of UNOSSC performance by the external consultant examined the allocation of core and non-core resources with regard to the three outcomes in the strategic framework of UNOSSC 2014-2017. The assessment concluded that there were areas in which UNOSSC had contributed significantly to promoting the principles of SSTC under the strategic framework.[47]

53. The Inspectors concluded that recommendations 5 and 7 had been implemented through the UNOSSC strategic framework and by implementing the recommendations presented in the three reports by the Secretary-General and those of the UNDP/OAI.

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[41] SSC/18/3.
[42] SSC/18/IM/1.
[43] SSC/19/2.
[44] UNDP Office of Audit and Investigations, "Audit of United Nations Office for South-South Cooperation", report No. 1580 of 24 February 2016 (updated on 2 May 2016).
[45] UNDP Office of Audit and Investigations, "Audit of United Nations Office for South-South Cooperation, Follow-up of OAI Report No. 1580 dated 24 February 2016 (updated: 2 May 2016)", report No. 1754 of 22 February 2017.
[46] Ibid.
[47] Brewster, "Final evaluation of the performance of the United Nations Office for South-South Cooperation", para. 117.

54. **The Inspectors support continuing the periodic audits of UNOSSC under UNDP regulations, rules and procedures, for further improvement in the governance and management of UNOSSC.**

Regional positioning of UNOSSC

55. **Recommendation 6** suggested the relocation of UNOSSC regional representatives in UNDP regional centres to the Regional Commissions so as to enhance the regional presence of UNOSSC and to achieve a more coherent approach at the regional level.

56. This recommendation was not implemented. The Secretary-General observed that such relocations would deprive UNDP and UNOSSC of the human resources that they needed in order to provide more direct support to regional initiatives, as called for in the Nairobi outcome document.[48]

57. The UNOSSC regional representative for Africa has been relocated from South Africa to Ethiopia, where the African Union and the Economic Commission for Africa are located, as mentioned in the previous JIU review.[49] The UNOSSC regional representative provided support to the African Union in developing its partnership strategies in 2015 and 2016.

58. The Inspectors also noted that the appointment of the regional representative of UNOSSC for Latin America and the Caribbean was at the time of the present review still pending. This post has been vacant since the previous review, and according to UNOSSC, is expected to be filled in 2018.

59. **The Inspectors urge UNOSSC to appoint the regional representative for Latin America and the Caribbean swiftly.**

Leadership of UNOSSC

60. The analysis conducted for the present review indicated that 12 of the 19 respondents to the questionnaire[50] had regular interaction with UNOSSC, 10 of which valued the leadership and coordination role of UNOSSC in the United Nations system-wide approach to SSTC. For example, FAO reported that the events and initiatives organized by UNOSSC had provided an excellent platform for the United Nations entities to showcase their work and promote the role of the United Nations system in facilitating SSTC.

61. Suggestions for improving UNOSSC leadership were made in two main areas: resource mobilization and knowledge-sharing. Ten entities pointed out that UNOSSC could provide more support and guidance in mobilizing funds and develop a resource mobilization strategy. Nine entities observed that they would appreciate more regular and timely updates on new developments on SSTC, including information on funding and partnership opportunities, and a more systematic exchange of experiences.

62. The Inspectors find those suggestions valuable to further strengthen UNOSSC. The implementation of the following recommendation is expected to enhance the effectiveness of UNOSSC.

Recommendation 2

The High-level Committee on South-South Cooperation should request UNOSSC to develop a system-wide resource mobilization strategy, as well as measures to strengthen its role in knowledge-sharing, by the end of 2019.

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[48] See A/66/717/Add.1, para. 14.
[49] See JIU/REP/2011/3, para. 106.
[50] Not including UNOSSC.

E. Regional Commissions

63. **Recommendation 8** proposed that the Economic and Social Council request the Regional Commissions to set up strategies and structures and mobilize resources to enhance subregional, regional and interregional SSC.

64. The previous review found that all five Regional Commissions had an SSC component in their work programmes, however, none of them had formal SSC focal points, nor was there a common strategy or framework for implementing SSC.

65. This recommendation is in progress. The Economic Commission for Africa has established a Partnerships and Resource Mobilization section that deals with SSC. A dedicated focal point has been appointed. The Economic and Social Commission for Asia and the Pacific has appointed focal points within the Strategy and Programme Management Division. The Economic Commission for Latin America and the Caribbean has established a committee on SSC.

66. The Regional Commissions have been proactively making use of SSTC modalities both within and beyond their respective regions. Existing initiatives and new proposals are to be further deliberated at the intergovernmental and sectoral committee levels in the areas of research, identification of policy tools and incentive frameworks, best practices and knowledge-sharing, as well as reinforcement of the work of the Regional Commissions.[51]

F. Financing

67. **Recommendation 9** called for the allocation of not less than 0.5 per cent of core budget resources and a specific portion of extrabudgetary resources for SSTC initiatives.

68. The consensus among organizations was that more than 0.5 per cent of their technical cooperation funds was apportioned to regional programmes that were expected to cover SSC to a large extent.[52] Indeed, 13 of the 26 United Nations entities covered by the present review indicated that they had achieved the target of the recommendation. At the same time, 10 of the 20 respondents to the questionnaires of the present review claimed that limited or irregular financing had been a major stumbling block in advancing support for SSTC. A similar result has been also reported by the DESA Survey of Resident Coordinators 2017.[53] Annex II provides further details of the status of each organization.

69. Nevertheless, the present review notes that, due to the nature of SSTC as a process and partnerships, it is difficult to estimate the budget resources devoted explicitly to SSTC initiatives, unless there are clear indications in the programme-budget exercise and in technical cooperation funds specifically earmarked for such initiatives.[54]

70. The present review also notes that the programming of funds in most organizations, as noted in the comments of the Secretary-General and the United Nations System Chief Executives Board for Coordination (CEB) on the 2011 JIU report,[55] is carried out at the country level, jointly with national authorities, and/or earmarked by donors, and the idea of a numerical target of resource allocation seems to assume a centralized allocation mechanism, rather than a primarily country-based mechanism for programming.

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[51] Regional Commissions New York Office, "Implementation of the 2030 Agenda for Sustainable Development: The Role of the Regional Commissions" (New York, 27 September 2015).
[52] See A/69/153, para. 18.
[53] DESA, "DESA Survey of Resident Coordinators 2017" (New York, February 2018), p. 25.
[54] See DESA, "DESA Survey of UN Agency Headquarters 2017", in which table 6 provides some information on the budgets dedicated to SSTC.
[55] See A/66/717/Add.1, para. 17.

G. Reporting, monitoring and evaluation

71. **Recommendation 11** called for systematic and regular reporting, monitoring and evaluation of SSTC within the United Nations system organizations.

72. As mentioned by CEB in its comments on the 2011 JIU report,[56] reporting should be undertaken within already established reporting mechanisms so as to avoid the creation of additional work, which has financial, organizational and staffing implications.

73. The Secretary-General's reports on the state of SSC serve as the primary periodic reporting mechanism for activities of the United Nations organizations in support of SSTC. Standard questionnaires developed by UNOSSC are circulated, now by means of an online survey, to the United Nations system organizations to collect key information in preparing the reports on progress and achievements of the United Nations system-wide support for SSTC. The number of organizations that contribute to those two reports has increased over the years: from 7 entities in 2014 to 23 entities in 2017.[57]

74. The framework of operational guidelines on United Nations support to SSTC also refers to the main steps in tracking progress in the areas of monitoring and evaluation.[58] In 2017, through a survey of United Nations agency headquarters by DESA, 21 of the 29 United Nations entities reported that they had integrated SSTC components into their annual reports to their governing bodies.[59] This is significant progress since the previous review, which found that only nine organizations[60] had included references, however brief, to SSTC in their annual reports.[61]

75. Recent developments show that UNDP, UNFPA, UNICEF and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) have introduced a common indicator on SSTC for the quadrennial comprehensive policy review of operational activities for development of the United Nations system.[62]

76. In terms of evaluation, at the time of the previous review, only four entities, namely FAO, UNDP, the International Atomic Energy Agency (IAEA) and the International Maritime Organization (IMO), had carried out relevant evaluations on SSTC. Currently many United Nations entities are responding to calls to assess their support for SSTC and a number of evaluations have been conducted.

77. For example, in 2012, UNIDO undertook evaluations of its centres for South-South industrial cooperation in China and India, which brought to light important lessons, including the need to focus on the private sector for funding and technology transfer. UNDP evaluated its contribution to SSTC during the period between 2009 and 2011. The findings, together with the management responses, formed the basis of its corporate strategy on SSTC published in 2016. FAO conducted an internal review of its 15 years of work, which brought out areas for improvement in its SSC programme. In 2014, WIPO commissioned an independent evaluation of its project on enhancing SSC on intellectual property and development among developing countries and least developed countries.

78. The Inspectors concluded that the system of reporting, monitoring and evaluation of SSTC initiatives within the United Nations system had been strengthened since the previous review. However, efforts should be pursued by those entities that have not yet integrated SSTC components into their annual reports and monitoring and evaluation systems.

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[56] See A/66/717/Add.1, para. 19.
[57] Brewster, "Final evaluation of the performance of the United Nations Office for South-South Cooperation", para. 122.
[58] SSC/19/3, p. 31.
[59] DESA, "DESA Survey of UN Agency Headquarters 2017", p. 18.
[60] Namely, FAO, ICAO, ITU, UNCTAD, UNDP, UNESCO, UNFPA, UNIDO and WFP.
[61] See JIU/REP/2011/3, para. 158.
[62] "Working together to support implementation of the 2030 Agenda, UNDP, UNFPA, UNICEF, and UN-Women: annex to the common chapter in the respective strategic plans, 2018-2021" (31 July 2017).

H. Coordination

79. **Recommendation 12** called for coordination in support of SSTC within the United Nations system organizations at the headquarters, regional and country levels.

80. In accordance with this recommendation, the measures to include SSTC in UNDAF were outlined in the framework of operational guidelines on United Nations support to SSTC.[63] The Secretary-General's report on measures to further strengthen UNOSSC also listed measures and recommendations to strengthen system-wide coordination mechanisms at the global, regional and country levels.[64]

81. Regarding UNOSSC representation in the relevant coordination mechanisms, the Secretary-General's report on further mainstreaming and coordination of SSTC in the United Nations system highlighted the specific actions taken by the UNDP Administrator in response to the HLC request to establish a more formalized and strengthened inter-agency mechanism coordinated by UNOSSC and to provide opportunities for UNOSSC to be represented more regularly in the strategic and coordination mechanisms of the United Nations Development Group (UNDG).[65]

82. DESA also continues to actively engage UNOSSC in its work streams on SSTC, including the role of DESA as secretariat to the Development Cooperation Forum, which provides a platform for multi-stakeholder policy dialogue, knowledge exchange and mutual learning on South-South and other forms of international development cooperation. The UNOSSC Director continues to serve as a member of the informal, multi-stakeholder Advisory Group of the Development Cooperation Forum, which provides advice and support to DESA in this area.

83. The previous JIU review proposed that the Executive Committee on Economic and Social Affairs[66] set up an SSTC cluster dedicated to bringing coherence and promoting common approaches to SSTC among participant United Nations entities. DESA, as the convener and chair of the Executive Committee, has raised the issue of creating a thematic cluster on SSTC, however, the consensus reached was that SSTC has already been mainstreamed in the existing thematic clusters, and there was no need to add a distinct cluster on SSTC.

84. In terms of UNDAF, according to the DESA Survey of Resident Coordinators 2017, 56 per cent of those that responded stated that UNDAFs substantively addressed SSTC, and 87 per cent noted that Governments carried out SSC activities.[67] This suggests that there is room for fostering more collaborative approaches on SSC through UNDAF, while keeping in mind that the inclusion of SSTC in UNDAF must be determined and driven by national priorities. The revised UNDAF Guidance published in 2017 calls for UNDAFs to consider the use of SSTC as a cooperation modality in partnership development.[68]

85. The aforementioned assessment by the external consultant on the performance of UNOSSC found that it had supported United Nations entities at both global and country levels to develop SSTC policy instruments and integrate SSTC principles into their UNDAFs.[69]

86. In order to achieve more coherent and coordinated support by the United Nations system, the Secretary-General has requested UNOSSC to coordinate, in consultation with the United Nations entities, the preparation of a United Nations system-wide SSC strategy as well as an independent annual comprehensive

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[63] SSC/17/3, table 5, and SSC/19/3, table 1.
[64] See SSC/18/3, paras. 27-33.
[65] See SSC/18/IM/1, paras. 16-21.
[66] The membership comprises DESA, the five Regional Commissions, OHCHR, OSAA, UNCTAD, UNDP, UNEP, UN-Habitat, UNODC and UN-Women, as well as the research/training institutes, such as OHRLLS, UNITAR, UNRISD and UNU.
[67] DESA, "DESA Survey of Resident Coordinators 2017", pp. 23-24.
[68] UNDG, "United Nations Development Assistance Framework Guidance" (New York, 2017).
[69] Brewster, "Final evaluation of the performance of the United Nations Office for South-South Cooperation", paras. 36-37 and 122.

SSC report.[70] Coordination for the preparation of those documents would further enhance the existing coordination mechanisms in promoting SSTC.

87. The Inspectors concluded that the coordination mechanism in support of SSTC within the United Nations system had been improved at different levels since the previous review.

[70] See A/72/297, paras. 94-95.

III. CONCLUSIONS

88. The present review concluded that, over the last seven years, there has been notable progress in implementing the 12 recommendations made in the 2011 JIU report.

89. Starting with the provision of a framework of operational guidelines and definitions of SSTC, measures to further strengthen UNOSSC and to improve coordination and coherence of United Nations support for SSTC have, to a large extent, been implemented.

90. The majority of United Nations entities covered by this review have established dedicated and identifiable SSC/SSTC units or focal points at headquarters. Half of these entities indicated that they had achieved the target proposed by the previous review concerning the allocation of core budget and extrabudgetary resources. At the same time, inadequate resources have been a major stumbling block in advancing support for SSTC.

91. The system of reporting, monitoring and evaluation has been enhanced.

92. The governance of SSTC, as well as the UNOSSC portfolio, has been reviewed and the strategic framework of UNOSSC, 2014-2017 was developed and implemented.

93. Further consultations with member States should be pursued in order to improve the inclusiveness and working arrangements of HLC.

Annex I: Recommendations from JIU/REP/2011/3

Recommendation 1: The High-level Committee on South-South Cooperation (HLC) should request the United Nations Development Programme (UNDP) Administrator, as the Chair of the United Nations Development Group (UNDG), to mandate the Special Unit for South-South Cooperation (SU/SSC), in coordination with United Nations system entities, including the Regional Commissions, to propose operational definitions of South-South and triangular cooperation, submit them to the General Assembly for approval, through the seventeenth session of the HLC in 2012, and ensure their dissemination and application, including through workshops and training sessions at headquarters and field level system-wide.

Recommendation 2: The UNDP Administrator, as Chair of UNDG, should request the SU/SSC, in coordination with United Nations system entities, including the Regional Commissions, and through UNDG/UNDOCO, to develop a common framework and strategy, policies and operational guidelines to support mainstreaming of South-South and triangular cooperation and knowledge-sharing through relevant programmes and projects at headquarters, regional and country levels to be adapted by the organizations to their respective areas of competence, for submission through the High Level Committee on South-South cooperation (HLC) to the Economic and Social Council and the General Assembly for approval, with a view to their dissemination and application, including through workshops and training sessions, not later than the end of 2012. All relevant headquarters programmes, UNDAF and technical cooperation projects should contain a SSC component, at the request of Governments, as appropriate.

Recommendation 3: The legislative bodies of United Nations system organizations should request the Executive Heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.

Recommendation 4: The High-level Committee on South-South Cooperation (HLC) should request the Secretary-General to submit to the General Assembly, no later than the end of 2012, a proposal to review the current South-South cooperation (SSC) governance structure and its secretariat support within the United Nations, so as to ensure more efficient and effective work procedures for the HLC, and better delineation of responsibilities and interaction among all stakeholders. The proposal should address:

(a) The need for greater participation by technical cooperation agencies, related national authorities and focal points in the work of the HLC;

(b) The need for a regular thematic agenda, discussion and action, based on the work of standing thematic groups composed of national authorities, academia, civil society and the private sector, as appropriate;

(c) The consideration of thematic and sectoral reports by relevant United Nations system organizations.

Recommendation 5: The High-level Committee on South-South Cooperation (HLC) should:

(a) Request the Special Unit for South-South Cooperation (SU/SSC) to continue implementing its mandate and responsibilities as assigned by Buenos Aires Plan of Action (BAPA), the New Directions for Technical Cooperation among Developing Countries, and the Nairobi outcome document, focusing on global and United Nations system policy support and advocacy; inter-agency coordination and facilitation; catalyzing innovate mechanisms; fostering inclusive partnerships and mobilizing resources from both public and private entities to support multi-agency initiatives in implementing the Nairobi outcome document; and supporting knowledge-sharing, networking and exchange of best practices, including through new and existing centres of excellence, the SU/SSC and United Nations system platforms. To that effect, SU/SSC should review its current portfolio of activities and staffing profile with a view to prioritizing activities while ensuring better delineation of responsibilities with other United Nations entities; and

(b) Call on all relevant United Nations system organizations to support the work of the SU/SSC and leverage the services it offers.

Recommendation 6: The High-level Committee on South-South Cooperation (HLC) and the Economic and Social Council, in coordination with the United Nations Development Programme (UNDP), should consider

relocating the regional representatives of the Special Unit for South-South Cooperation (SU/SSC) to the Regional Commissions, with direct reporting to UNDP and the SU/SSC.

Recommendation 7: The High-level Committee on South-South Cooperation should provide further clarification on the reporting lines of the Special Unit for South-South Cooperation (SU/SSC) with a view to reconciling the issue of its separate identity within the United Nations Development Programme (UNDP) and effecting closer integration of the Unit within the UNDP structure, including requesting the UNDP Administrator to establish collaborative working arrangements at headquarters and in the regions, and the regular participation of the Unit Head and its regional coordinators in all strategic and decision-making mechanisms and meetings, so as to enhance the profile and visibility of the Unit, and ensure that South-South cooperation (SSC) is reflected as a cross-cutting issue in all programmatic decisions at corporate and system-wide levels.

Recommendation 8: The Economic and Social Council should request the United Nations Regional Commissions to set up strategies, structures/mechanisms, and mobilize or reallocate resources at the legislative, programmatic and operational levels dedicated to enhancing sub-regional, regional and interregional South-South cooperation (SSC), and to use the annual meetings of the regional coordination mechanisms (RCM) as a tool for advancing system-wide cooperation and coordination in support of SSC.

Recommendation 9: The legislative and governing bodies of the United Nations system organizations should request the Executive Heads to apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extrabudgetary resources to finance SSC and triangular cooperation initiatives.

Recommendation 10: The UNDP Administrator should request the SU/SSC to develop strategies and financing modalities, in consultation with UNDG/UNDOCO, United Nations system organizations, DESA and donor countries, to promote triangular cooperation (TC), including through partnerships that bring together providers of horizontal development cooperation, traditional donors and the United Nations system organizations in areas of common interest.

Recommendation 11: The High-level Committee on South-South Cooperation (HLC) should request the Executive Heads of United Nations system organizations, funds and programmes, including the Regional Commissions to, starting from 2012:

(a) Put in place systems to monitor their South-South (SSC) and triangular (TC) cooperation activities;

(b) Include in their regular reports to their governing bodies a subsection on their contribution in support of such cooperation;

(c) Provide inputs to regular reports to the Economic and Social Council, the HLC and the General Assembly, including the Secretary-General's biennial reports to the General Assembly;

(d) Produce thematic reports at the request of the HLC; and

(e) Conduct periodic evaluations of their South-South (SSC) and triangular cooperation (TC) activities, based on an agreed set of indicators.

Recommendation 12: The Secretary-General should ensure, as from 2012 that:

(a) South-South cooperation (SSC) is built into the agendas of existing coordination arrangements at headquarters, regional and country levels, in particular the HLCP/CEB, UNDG, ECESA, RCM, RDTs and UNCTs;

(b) Regular meetings of SSC thematic clusters, task forces and focal points are held with agreed terms of reference and programmes of work;

(c) South-South cooperation (SSC) is included in relevant country UNDAFs and new sub-regional/regional UNDAFs; and

(d) The SU/SSC is represented in all relevant coordination mechanisms, task forces and thematic clusters, as applicable.

Annex II: Status of acceptance and implementation of recommendations 3 and 9 from JIU/REP/2011/3[71]

	Recommendation 3: establish dedicated structures, mechanisms and focal points with policy and strategy.		**Recommendation 9:** apportion not less than 0.5 per cent of core budget resources for the promotion and a specific portion of extrabudgetary resources to finance SSTC initiatives.	
Organization	**Status**	**Implementation**	**Status**	**Implementation**
FAO	Accepted and implemented	• The Technical Cooperation Department is responsible for SSC, including methodologies, procedures and coordination of formulation and implementation. • "FAO's Quick Guide to SSC" was published in 2015, followed by the SSTC strategy in 2016.	Accepted and implemented	• Initial seed money was allocated from RB and funds for implementation came from XB. • The number of SSTC projects steadily increases and resource mobilization has been promoted both from RB and XB funds.
IAEA	Not relevant	• Not relevant as addressed to the Board of Governors, however, it has been implemented as below: • The strategy for regional and interregional projects of the Technical Cooperation Programme includes providing a framework for networking and cooperation among countries that provide additional coordination on SSC with dedicated IAEA focal points.	Not relevant	• Not relevant as addressed to the Board of Governors, however, it is estimated that a percentage significantly higher than 0.5% of the Technical Cooperation Fund is allocated to regional programmes promoting technical cooperation among developing countries.
ICAO	Accepted and implemented	• The Technical Co-operation Bureau has a focal point for SSTC policy guidance. The Field Operations Section acts as a focal point for SSTC activities.	Accepted and implemented	• More than 0.5% from RB and XB has been allocated for the Comprehensive Regional Implementation Plan for Aviation Safety in Africa and SSTC within the Technical Co-operation Programme.
ILO	Accepted and implemented	• The South-South and Partnerships Unit with 4 staff is responsible for SSTC. • The SSTC strategy was adopted by the Governing Body in March 2012. In March 2018, the Governing Body adopted a paper that reviewed progress made to date and proposed future steps on SSTC (GB.332/POL/4). • The ILO International Training Centre in Turin has a unit dedicated to BRICS affairs with 2 staff.	Accepted and implemented	• More than $1.7 million each biennium has been allocated from RB to SSTC (2016-17 and 2018-19). In the past 5 years, more than $20 million has been raised as XB by BRICS and other developing countries on ILO SSTC projects.
IMO	Not accepted	• No specific function yet within the IMO Secretariat on SSTC issues.	Not accepted	• Not applicable.

[71] Main sources: JIU web-based-tracking-system (WBTS) as of May 2[illegible] and responses to the 2018 JIU questionnaire.
Note: HQ: headquarters; SSC: South-South cooperation; SSTC: South-South and triangular cooperation; RB: [illegible] and XB: extrabudgetary resources.

Organization	**Recommendation 3:** establish dedicated structures, mechanisms and focal points with policy and strategy.		**Recommendation 9:** apportion not less than 0.5 per cent of core budget resources for the promotion and a specific portion of extrabudgetary resources to finance SSTC initiatives.	
	Status	**Implementation**	**Status**	**Implementation**
		• SSC is mentioned in the Strategic Plan 2018-2023 and internal procedure is under review for setting up a mechanism, including the appointment of a focal point.		
ITC	Not relevant	• Not considered since the ITC legislative bodies are the General Assembly and the World Trade Organization General Council. • SSC is mainstreamed in the ITC corporate offering through its South-South Trade and Investment Programme approved in 2017.	Not relevant	• Not considered.
ITU	Accepted and implemented	• The Projects and Knowledge Management Department of the Telecommunication Development Bureau (TDB) is the focal point for SSC, undertaking, among others, capacity-building activities, project implementation and sharing of experiences.	Accepted and in progress	• At least 1.3% of the TDB's core activities budget was allocated in 2015, 2016 and 2017 for SSC activities through implementation of the outcomes of the World Telecommunication Development Conferences.
United Nations	Accepted and implemented	• UNOSSC is the focal point for promoting and facilitating SSTC for development on a global and United Nations system-wide basis.	Not relevant	• No input provided.
UN-Habitat	Accepted and implemented	• Resolution 26/5 adopted by the Governing Council in May 2017 provides clear guidance on strengthening SSC for sustainable housing and urban development. • SSTC is featured in the UN-Habitat Partnership Strategy 2017-2022, which is led by the External Relations Division working closely with the Programme Division. • The SSTC focal point has been in place in the Programme Division since 2011.	Accepted and in progress	• UN-Habitat support for SSTC exceeds the target as it covers a considerable number of programmes and projects implemented in the global South. • UN-Habitat is exploring the possibilities of direct funding for SSTC initiatives, such as through the fund established in 2017 by the Government of China.
UNCTAD	Accepted and implemented	• Since 2009, the Unit for Economic Cooperation and Integration among Developing Countries, staffed with 6 professionals, deals with SSTC.	Accepted and implemented	• Approximately 0.86% of the core budget has been systematically dedicated for the posts related to SSTC, excluding shared posts and non-post resources.
UNDP/ UNOSSC	Accepted and implemented	• UNDP has hosted UNOSSC since 1974, which is the United Nations focal point on SSTC in promoting, coordinating and supporting SSTC both globally and within the United Nations system. • The 1st corporate strategy on SSTC was published in 2016. It recognizes the complementarity of the role of UNOSSC at the	Accepted and implemented	• UNDP support for SSTC through its regional and country programmes exceeds the amount of resources suggested by this recommendation.

Organization	**Recommendation 3:** establish dedicated structures, mechanisms and focal points with policy and strategy.		**Recommendation 9:** apportion not less than 0.5 per cent of core budget resources for the promotion and a specific portion of extrabudgetary resources to finance SSTC initiatives.	
	Status	**Implementation**	**Status**	**Implementation**
		system-wide level and the role of UNDP as an operational arm for SSTC in the field.		
UNEP	Accepted and implemented	• SSC is anchored in the Bali Strategic Plan (BSP) for Technology Support and Capacity-building adopted by the UNEP Governing Council at its 23rd session in 2005. • The United Nations Environment Principal Coordinator for SSC ensures that policy developments feed into programming and delivery, as embedded in the UNEP Medium Term Strategy 2018-2021. • The Coordinator also identifies potential opportunities for collaboration, funding mechanisms and technologies in implementing SSC projects. The guidelines for project preparation and approval processes have specific requirements for SSC and inter-agency cooperation.	Accepted and implemented	• The Programme of Work and Budget are organized along 7 thematic subprogrammes, which all integrate SSC in their implementation in accordance with the principles of the BSP.
UNESCO	Accepted and implemented	• SSC is integrated in UNESCO policy and strategic planning documents (e.g. the Programme and Budget for 2018-2021 (39 C/5), the Medium-Term Strategy 2014-2021(37 C/4) and the Comprehensive Partnership Strategy) and reporting (e.g. EX/4). • The Bureau of Strategic Planning is responsible for SSC, providing guidance and support on planning, monitoring and reporting, and resource mobilization.	Not accepted	• No allocation from RB. However, XB has been mobilized to support SSTC.
UNFPA	Accepted and implemented	• The SSC Project 2015-2017 was established in 2015, with two dedicated staff and budget allocations for project activities. • As part of the new corporate strategy on SSTC published in March 2017, focal points have been assigned by most HQ units, and an inter-divisional technical team has been established. A new unit for SSTC programme activities with four staff was established in October 2017. • The Strategic Plan 2018-2021 incorporates SSTC as a new programming mode of engagement.	Not accepted	• Closed in 2013 as addressed to the legislative body.

Organization	**Recommendation 3:** establish dedicated structures, mechanisms and focal points with policy and strategy.		**Recommendation 9:** apportion not less than 0.5 per cent of core budget resources for the promotion and a specific portion of extrabudgetary resources to finance SSTC initiatives.	
	Status	**Implementation**	**Status**	**Implementation**
UNHCR	Not relevant	• Follow-up on recommendations on legislative/governance matters needs to be liaised with the General Assembly.	Not relevant	• See the comment in the left-hand column.
UNICEF	Accepted and implemented	• SSTC has been integrated into the Strategic Plans (2014-2017 and 2018-2021) and reported by country offices in their annual reports since 2014, which feed into UNICEF global reporting. • The Learning and Knowledge Exchange Unit, a dedicated unit for knowledge exchange and SSC, has been established at HQ. A network of South-South focal points has been established within UNICEF to share good practices. A UNICEF Guidance Note on South-South and horizontal cooperation released in July 2017 was developed with inputs from the network and different parts of the organization, including field offices.	Not accepted	• SSTC is mainstreamed into programme activities as an implementation strategy so that it is not feasible to separately identify related funding. However, catalytic and seed funding of $5.69 million was exceptionally allocated from RB between 2013 and 2017.
UNIDO	Accepted and implemented	• The operational strategy for South-South and triangular industrial cooperation (SSTIC) was approved by management in 2016. • The Senior Coordinator for SSTIC at HQ is supported by focal points nominated by all concerned departments.	Accepted and implemented	• Personnel costs and project funding from RB sources for SSTIC amount to 0.26% of RB for 2018-2019. • However, a large portion of the technical cooperation budget has been apportioned to SSTIC, but an effective mechanism to accurately monitor and quantify these figures has not yet been developed.
UNODC	Not relevant	• No input provided.	Not relevant	• No input provided.
UNOPS	Not relevant	• Not relevant to UNOPS, which operates according to a demand-driven and self-financing business model. • However, UNOPS is attentive to SSTC as emphasized in its Strategic Plan, 2018-2021. It has supported various projects promoting SSTC. Partnership offices and managers responsible for operations are focal points for the development of South-South and triangular partnerships.	Not relevant	• Not relevant to UNOPS, which does not operate on a core budget or XB resources.
UNRWA	Not relevant	• The subject is not relevant to the UNRWA mandate.	Not relevant	• See the comment in the left-hand column.
UNWTO	Accepted and implemented	• The Technical Cooperation and Services Programme and the Institutional Relations and Resource Mobilization Programme are appointed as responsible units and staffs of these units appointed as focal points for SSTC.	Not relevant	• No specific decision has been taken yet.

	Recommendation 3: establish dedicated structures, mechanisms and focal points with policy and strategy.		**Recommendation 9:** apportion not less than 0.5 per cent of core budget resources for the promotion and a specific portion of extrabudgetary resources to finance SSTC initiatives.	
Organization	**Status**	**Implementation**	**Status**	**Implementation**
UPU	Not relevant	• Due to the size of the organization and its limited resources, it has not been possible to establish dedicated structures and mechanisms.	Not accepted	• Due to a zero-growth budget, it has not been possible to allocate any percentage of the core budget to the promotion of any cooperation.
WFP	Accepted and implemented	• The WFP SSTC Policy was approved by its Executive Board in 2015. • SSTC has been reflected in the Strategic Plans 2014-2017 and 2017-2021 and included in the Annual Performance Report. • A full-time SSTC focal point in Policy and Programme Division in HQ is in place. • WFP Centres of Excellence in Brazil and China as well as Country Offices are at the forefront of SSTC engagement with WFP host governments.	Accepted and implemented	• WFP (in comparison with other UN agencies) does not have a core budget, but is entirely voluntarily funded. Resources for WFP-supported SSTC initiatives are therefore also entirely sourced through and dependent on voluntary funding. The budgetary framework links funds to specific programmes, operations and support structures (e.g. the Global SSTC function of WFP in HQ).
WHO	Accepted and implemented	• SSTC has been incorporated into the 12th General Programme of Work (GPW) 2014-2019, as well as the Programme Budgets 2016-2017 and 2018-2019 as HQ and regional office deliverables. • The draft 13th GPW 2019-2023 also incorporates SSC. • A well-established country support network, which supports work at the country level, acts as a focal point for these issues and promotes cooperation among countries and regions. For example, the Regional Office for the Americas has a long history in supporting technical cooperation among countries.	Accepted and implemented	• See the comment in the left-hand column. • No effective global mechanism to accurately quantify the figures has been developed, although it is happening in some regions.
WIPO	Accepted and implemented	• A dedicated unit established within the Development Sector ensures coherent planning and reporting and interfaces with relevant stakeholders.	Accepted and implemented	• The unit's personnel costs are allocated from RB. • Non-personnel costs amounted to 1.5% of the total non-personnel costs in the 2014/2015 biennium.
WMO	Accepted and implemented	• The Development and Regional Activities (DRA) department is the focal point for SSTC. The Project Coordination Unit under DRA coordinates these issues.	Accepted and implemented	• The capacity development strategy based on considerations, including JIU recommendations, was discussed at the 64th session of the Executive Council.

Annex III: Overview of actions to be taken by participating organizations on the recommendations of the Joint Inspection Unit
JIU/REP/2018/2

		Intended impact	United Nations, its funds and programmes																Specialized agencies and IAEA											
			CEB	United Nations*	UNAIDS	UNCTAD	ITC	UNDP	UNEP	UNFPA	UN-Habitat	UNHCR	UNICEF	UNODC	UNOPS	UNRWA	UN-Women	WFP	FAO	IAEA	ICAO	ILO	IMO	ITU	UNESCO	UNIDO	UNWTO	UPU	WHO	WIPO	WMO
Report	For action		☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
	For information		☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Recommendation 1		h		L																										
Recommendation 2		f		L																										

Legend: **L:** Recommendation for decision by legislative organ **E:** Recommendation for action by executive head

▩ : Recommendation does not require action by this organization
Intended impact: **a:** enhanced transparency and accountability **b:** dissemination of good/best practices **c:** enhanced coordination and cooperation **d:** strengthened coherence and harmonization **e:** enhanced control and compliance **f:** enhanced effectiveness **g:** significant financial savings **h:** enhanced efficiency **i:** other

* As listed in ST/SGB/2015/3.